PROCEDURAL GUIDANCE
LEADERSHIP COMPETENCY INTERVIEW & ADVISORY SERVICES

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Human Resources Development Division,
CEHR-D
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PROCEDURAL GUIDANCE
FOR USE OF THE LEADERSHIP COMPETENCY INTERVIEW
AND ADVISORY SERVICES

1. **Pre-interview notification.** Selecting officials will notify those candidates on the referral list who are selected for further consideration on the purpose of and procedures for completing the Leadership Competency Interview (LCI). The enclosed memorandum template, *after* completion by the selecting organization, will be used to notify candidates *(see page 5)*. Candidates should be notified after the procedures for obtaining LCI and advisory services have been completed.

2. **Participation voluntary.** Candidates may choose not to participate in the LCI. They *must* indicate this in writing on the Interview Consent Notice provided *(see page 6)*. Candidates must be informed that if they decide not to fully participate or disclose information, they may not receive full consideration for the position.

3. **Important note.** The LCI is *not* a substitute for evaluating the experience, education and training of candidates for senior positions. The results provided by Gallup will be used in conjunction with other information about candidates. Candidates must be informed that information from the LCI will *never* be used as the sole factor in making a selection.

4. **Interview Consent Notice.** *All* candidates must complete and fax this form to Gallup. The Interview Consent Notice will be retained for a three year period from the initial interview, during which time candidates' interview results will be released to selection panels. *Interview results will not be released to selection panels without the signed Interview Consent Notice.*

5. **Frequency of Interviews.**

   a. Candidates *may not* retake the assessment interview for a period of three years after the initial interview. During the ensuing three year period, candidates' interview results will be maintained and referred by Gallup to Selection Panels for other leadership positions for which they are being considered. *There is no option to retake interview within the 3-year period.*

b.   If the last interview is *more* than 3 years old, the candidate may elect to use the interview information on file *or* participate in a new interview. In either case, the candidate must first check the appropriate block on the Interview Consent Notice and return it to Gallup. Candidates should be informed that Gallup research shows, and our pilot test confirmed, that interview results normally do not change over time.

6. **Interview method.** A Gallup Executive Interviewer conducts the interview by telephone. Candidates are asked to call Gallup and schedule their interview in advance. Candidates should find a location where they can talk in uninterrupted privacy for approximately 1½ hours. LCI questions are "structured," which means they are asked exactly as written and the interviewer does no probing. The best performing candidates are those who are spontaneous and honest, describing events just as they see them. This approach produces a useful and relatively stress-free interview. Gallup tape-records all interviews (with the permission of the participants) for transcription and analysis. A Gallup senior analyst then codes the interview and writes a profile for the candidate.

7. **Feedback to candidates**. Gallup will mail a written, narrative feedback on the LCI to each candidate within 60 days of the interview. Verbal feedback is not available as a candidate option.

8. **Feedback to panels.** Gallup will *not* provide the written, narrative feedback it sends to candidates to selecting officials or panel members. Instead, a Gallup representative may provide verbal feedback either on site or by phone to discuss, in-depth, the overall interview process and candidate rankings. Gallup will be prepared to conduct this discussion approximately one week after all candidates are interviewed. Included in this discussion will be candidate rankings for those individuals who have been interviewed in the last 3 years and who have consented to the use of their assessment interview already on file.

9. **Scoring.** The total leadership competency score is the most predictive of success. Based on the interview results (total score), candidates are assigned to one of the following three categories:

   -   Candidates who have leadership competence comparable to leadership talents identified in a study of the Corps' best leaders. These candidates should be able to exercise their leadership power and successfully move the Corps into the future.

12. **Procurement of LCI and Advisory Services**. HQUSACE has in place a USACE Leadership Assessment Interview and Advisory Services contract with The Gallup Organization. Because it is corporate in scope, use of this contract simplifies the procurement of the LCI and other leadership assessment advisory services. Use of this contract is *mandatory* for procurement of *all* LCI and advisory services from The Gallup Organization*. **This applies to selections for all SES, GS-15 and supervisory GS-14 positions, as well as any other positions within the Corps of Engineers for which a decision has been made to use the LCI as part of the selection process.***   Instructions on how to obtain LCI assessments and other advisory services under this contract, to include pricing information, may be viewed on the CEHR Homepage.

13. **Temporary promotions.** In accordance with the 18 July 97 memorandum, *Recruitment for GS-15 Positions--Supplemental Guidance* , temporary actions over six months will be filled using the full corporate selection process.

14. **DOD priority placement candidates.** LCIs are not required for candidates registered in the DOD Priority Placement Program.

MEMORANDUM FOR (Candidates to be Interviewed)

SUBJECT: Leadership Competency Interview (LCI)

1. You are among the best qualified applicants for the position of _____

(insert Job Title)

at the U.S. Army Corps of Engineers, _____

(insert Location)

To help us learn more about you, we have contracted with Gallup, Inc. to conduct leadership competency interviews.

2. In 1987, senior leaders of the Corps decided to find a way to measure leadership when selecting senior executives. Subsequently, a telephonic, structured interview instrument was developed by Gallup and was validated by representatives of the Merit Systems Protection Board. The interview, which takes approximately one hour, is conducted by Gallup and tape recorded. The information is later analyzed by consultants and an assessment of leadership strength is derived. In filling vacant positions, the information supplements existing candidate information, constituting one factor among several considered by selecting officials.

3. After interviews are completed, Gallup mails a confidential feedback report directly to each applicant. You should receive this report within 2 months of your interview. If you have been interviewed by Gallup within the past 3 years, we will use the results of that interview. If it has been *more* than 3 years since the interview, you may either ask us to use the results of your prior interview or you may request a new interview. Please note that Gallup research and our pilot testing shows that interview results normally do not change over time.

4. All interviews are conducted from Gallup's headquarters. You are urged to participate in the process to receive maximum consideration for selection. To schedule your interview, please call 1-800-789-3041 before _____

(insert Date)

and identify yourself as a candidate for the _____

(insert Job Title)

position at the Corps of Engineers. Plan to schedule your interview between 0800 and 2000 (Eastern time) between now and _____ .   Also, please complete the attached

(insert Date)

Interview Consent Notice and FAX to Gallup, attention Rae Hale, 402-486-6580. Gallup must have this form in order to conduct the interview or release information.

5. To keep to our time table, we urge you to respond quickly. Contact Mr. Francis Nurthen, Chief, Human Resources Development Division at the Corps' Headquarters, (202)761-8998, or Ms. Margaret Tindal-Fisher, Employee Development Specialist, Human Resources Development Division at Headquarters, (202)761-8997, if you have any questions. Choosing someone from a group of top candidates is difficult because of the high caliber of applicants. I appreciate your time and patience, and wish you well.

FOR THE COMMANDER:

INTERVIEW CONSENT NOTICE

The purpose of this form is to record your willingness to participate in a telephonic interview used to assess your leadership abilities. The interview will be used as part of the selection process for:

(insert Job Title)	(insert Grade)	(insert Location)

The results of the interview will be provided orally to selection officials/panels and will be one among several sources of information used to make final selection decisions. If the information you supply is used for preparing reports, replying to correspondence and responding to grievances and complaints of non-selection and the procedural accuracy of the selection process, every effort will be made to ensure your anonymity.

Participation in and disclosure of information in the interview is voluntary. However, if you decide not to fully participate or disclose information, you may not receive full consideration for the position.

Candidate Name: _____
(Last, First, Middle Initial)

Work telephone number: _____
(Include Area Code)

Home telephone number: _____
(Include Area Code)

CHECK APPROPRIATE BOX:

☐ *I agree to participate in the assessment interview.*
☐ *I do not agree to participate in the assessment interview.*
☐ *Please use my assessment interview already on file.*

I understand that I may not retake this interview for a period of 3 years. During this 3-year period, my results will be maintained and referred for other Corps of Engineers leadership positions for which I may be considered. I also understand that the interview questions are proprietary.

Date: _____   Signature: _____

PLEASE FAX THIS FORM TO RAE HALE, GALLUP, INC.
FAX: 402-486-6580

PROCEDURES FOR OBTAINING LCI AND ADVISORY SERVICES

SEE AMENDED PROCEDURE FOR USING USACE LEADERSHIP ASSESSMENT AND ADISORY SERVICES CONTRACT ON CEHR HOMEPAGE.

LEADERSHIP ASSESSMENT & ADVISORY SERVICE REQUEST FORM (DACW 72-99-D-0006)

This form must be attached to your Delivery Order and submitted to Gallup in order to obtain Gallup Services

POC (Point of Contact) Information   Date: _____

To: (Gallup - 800 number - 800-288-8592 Rae - Ext. 707   Will - Ext. 756)

Rae Hale, Gallup Project Manager   Phone: 402-486-6707   Email rae_hale@gallup.com

Will Travis, Gallup Project Manager   Phone: 402-486-6756   Email will_travis@gallup.com

Fax Interview Consent Notice To: 402-486-6580

From:

POC: _____   Title: _____

Phone: _____   Fax: _____

City: _____   State: _____   Email: _____

USACE: _____

(Name of District Division, District, Lab, etc.)

Selecting Official Interview Information

Selecting Official: _____   Phone: _____

Immediate Supv. of position: _____   Phone: _____

**Please schedule the date and time of the Selecting Official Interview with your Gallup Project Manager -
plan on scheduling this interview for a date in the 10 day period preceding panel feedback.**

Selection Panel Feedback Information

Please schedule the date and time of the Panel Feedback session with your Gallup Project Manager

(Gallup needs a minimum of 10 business days between the last interview date and feedback)

List below all candidates for which you will want feedback.

Indicate candidates that have interviewed in the past 3 yrs. with * after name. (If unsure check with Gallup Project Manager as listed above)**

Candidates that need to interview should call the Gallup Interviewing Center - (800) 789-3041

Candidate Information

Position: _____   Grade: _____

Candidate Name	SSN	Phone Number

Behavioral Indicators for U.S. Army Corps of Engineers
Leadership Talent

DIRECTION

Competency	Weak	Strong
Vision: The capacity to create and project beneficial stimulating images that can inspire dedication.	Thinks mostly about daily challenges as they occur. Is tuned in on the past. Will not be the person to excite members about a positive and contributing future.	Creates and projects vivid images into the future to which others become attracted. Communicates these positive images to others in an exciting way. The more vivid the images, the more likely they are to be fulfilled.
Focus: The ability to set a direction, maintain that direction, and make corrections when necessary. Goal oriented.	Will be easily distracted from their goals into diversionary activities. Will spend a great deal of time carrying out activities that have nothing to do with reaching goals.	Goal oriented. Has objectives and is continuously making progress toward those objectives. Have things in mind they want to accomplish. Always is looking for a better way to accomplish an objective. Can help others set goals and keep working toward them.
Strategic Thinking: The ability to do "what if" thinking in imagining and creating paths to future goals.	Deals best with the here and now. Sees things only as they are. Gets overly involved with details. Is often concerned with micro administration.	First seeks a clear understanding of each element of a situation. Makes the fullest possible use of brain power to restructure the elements in the most advantageous way. Has a free flow of new ideas. Most are good writers, can organize ideas and communicate them for use.
Concept: The ability to see and explain how events are connected and integrated.	Is "see it-do it" person. Difficulty explaining "how" or "why" to others. Enjoys tasks and "hands on" responsibilities.	Has a need to explain what happens in life. Enjoys examining information, thinking things through, and figuring out why things happen. Can see the parts and the whole, and move back and forth. Understands the structure, the anatomy of organization. Gathers a broad range of data. The leaders who have concept and the ones who will profit most from additional training or additional experiences.

DRIVE TO EXECUTE

Competency	Weak	Strong
Achiever: The internal drive to be up and doing, to be working, to be getting things done, energetic.	Absence of internal desire to get things done. Talents may not fit with the work. Is in job for "something to do."	Has a fire in one's belly. Is viewed by others as ambitious. Lives by the work ethic. Works so hard, feels he/she is making more of own talents than do most people. Needs other competencies, especially focus, in order to be effective.
Competition: The desire to win.	Contests are not motivational . Does not want to compare self with others, just does own work. Compares own achievement with own expectations.	Success is winning. Enjoys testing self within a defined frame of reference. Has drive to excel--to be the very best. When working with others, usually gets more done. Cannot accept losing.
Ego Drive: The striving to define oneself as a significant person.	Cannot lay claim and commit oneself to big goals where risk is inherent. Settles for average performance. Is content to be a follower. Appreciates a boss who does not expect too much.	Defines oneself by the recognition one receives, the status one perceives one has, and by one's credibility in the eyes of one's associates. Is willing to test self by taking risks. Will strive to excel, to be the very best.
Activator: The drive to make things happen, to be proactive.	Studies, analyzes, talks about what should be done, what others should do. Rarely, if ever, says "Let's do it!" --and gets about it.	Gets things done. Has a bias for action. Delays are extremely frustrating. Is creative. Has sense of urgency. Moves past naysayers and gossipers. Steers clear of enmeshments and legal entanglements. Figures out how to make the system work.

RELATIONSHIP

Competency	Weak	Strong
Stimulator: The drive to create good feelings in other people.	Expects people to be self motivated. Work atmosphere can be humdrum.	Creates good feelings about staff and work. Brings contagious enthusiasm to work. Knows the importance of creating a growth facilitating emotional environment. Dramatizes the work place. Recognizes important events. Conscious effort to increase peoples satisfactions which come from doing work the people have the talent to do. Celebrates success.
Developer: The drive to help others grow and the capacity for taking satisfaction from each increment of growth of the people with whom they work.	Feels threatened by talented persons; makes life difficult for them. Treats all staff the same, even though members have varying levels of talent.	Takes satisfaction out of each increment of growth of the people with whom works. Knows the importance of talent and recruits to find it. Is committed to helping people be successful. Feels proud of what members are doing right. Is ingenious in how goes about giving away work.
Team: The capacity to get people to help each other use their strengths to achieve their goals.	Will try to do all the work alone or will direct others to do the work, Difficulty getting others to participate in common goals. Lack of cooperation among staff members.	Has a coach like attitude and the ability to get other people to work together to achieve a common goal. Intentionally builds supportive relationships with associates and encourages supportive relationships among staff. Getting results is based on knowing what each member can do and getting each to contribute as often as possible what each does well.
Responsibility/Ethics: The capacity to take psychological ownership for one's own behavior.	May be self serving. Tends to pass the buck. Is quick to judge. Will deflect and blame.	Has an internal set of values which are used as guidelines for selecting what to do and what not to do. Dependable. Will do what says will do. Assumes the people who work for him/her are honest and trustworthy. Is likely not to be influenced by peer pressure to do things that do not agree with own values. Behaves as an owner. Others describe person as honest, ethical and as a person with integrity.
Multi-Relator: The tendency for extending relationships to a wide circle to a wide circle of acquaintances.	Builds life around a small group of close friends.	Enjoys meeting people and winning new friends. Contentiously extends relationships. Customer oriented. Creates networks of relationships and people that can accomplish an agenda. Makes community investments.

MANAGEMENT

Competency	Weak	Strong
Arranger: The ability to coordinate people and their activities so that work gets done efficiently.	Has a difficult time dealing with change. Builds rigid organization and imposes it upon people.	Anticipates what is needed in terms of human and physical resources and has them there at the right time. Like a good coach, thinks about the best plays in order to win the game. Does "what if" thinking, conceptualizes organization and always seems to have a range of alternatives in mind before putting plan into action.
Performance Orientation: The attitude of being results oriented. The need to measure achievement.	Describes accomplishments in subjective terms. More likely to rate the personality then the performance.	A sense of objectivity pervades management style. Has a gift for thinking financially. Sees advantage to moving from strength, and investing time and energy in most productive people. Promotes open, communicative environment where people can tap into available resources and move forward to accomplish their jobs.
Discipline: The need to structure time and environment.	Not much attention to detail. The structure in the work environment has to come from other people or the organization/group will appear to be disorganized.	Brings structure to own life as well as to the lives of those with whom they work. Does what needs to be done. Detail oriented. Generally keeps own feelings under control. Ordinarily will change own behavior when benefits are evident. Are more likely to have good esprit de corps because they behave predictably.